

Business Development for 2013 and Beyond



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**CORDELL
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ABOUT CORDELL PARVIN

Cordell Parvin practiced law for more than 36 years, beginning with a small firm in Roanoke, Virginia and ending with a large firm in Dallas, Texas. He was a Practice Group Leader and developed a highly successful national construction law practice. During his career, Cordell taught, mentored and coached young lawyers on their careers, professionalism, client development, and work-life balance.

At Jenkins & Gilchrist, PC, Cordell initiated and directed the firm's Attorney Development Program. He created a comprehensive program for associate development focused on skill development, mentoring, shadowing and career planning. Cordell also coached senior associates and junior partners on client development.

In 2005, Cordell left Jenkins & Gilchrist, PC and began teaching and coaching lawyers throughout North America.

On my web page cordellparvin.com, among other things, there are several articles on client development. I also have a Blog, <http://www.cordellblog.com/>, where I write about client development five times a week. There is a place on my Blog where you can subscribe to my blog or choose to receive the blog through RSS feeds. .

I am also on LinkedIn, Twitter, and I have a coaching group page on Facebook. I use the coaching page on Facebook to post materials I think you will find helpful. This way there is less in your email in-box. Here are links to my social media pages.

<http://www.linkedin.com/in/cordellparvin>

<http://www.facebook.com/cplawyercoaching>

<http://twitter.com/cordellparvin>

Client Development

Secrets of Successful Business Developers:

- Know what they want
- Think big and are confident
- Plan and use their time wisely
- Become visible and credible to potential clients and referral sources
- Understand their client's needs
- Develop relationships
- Build a team
- Spend quality time with their family

Four Eras of Client Development

1. Do Good Work
2. Unsolicited Contact
3. Websites / Branding
4. Being Remarkable, Extraordinary, Memorable

**It is not what you know or who you know,
It is who knows what you know.**



Recommendations Come from Weak Ties

I read *The Anatomy of Buzz Revisited* by Emanuel Rosen. In the book, Rosen mentions a study on how people found their jobs done by Mark Granovetter, a graduate student at Harvard. To his surprise, Granovetter found it was rarely from recommendations from a close friend. People more likely found their jobs based on recommendations by acquaintances. This phenomenon he called “the strength of weak ties.” Importantly, for lawyers it goes well beyond just the job market.

What should you take away from this study? Strong tie buzz will spread the word through a certain cluster, whereas weak tie buzz spreads the word from one cluster to another. In other words, people with whom you have strong ties likely run into the same people and go to the same places you go. People with whom you have weak ties see people in different groups and go to different places than you go.

You need to consider the possibility and even likelihood that weak ties will recommend you to potential clients they know. I look back and find that most all of my best clients came to me as a result of recommendations by weak ties.

Social Media is a Tool to Spread Valuable Content to More Weak Ties

If you create content that your weak ties find helpful and insightful, those weak ties are likely to pass it on to others. For example, if you or your firm tweets about an article or blog post you have written and those following you on Twitter find it valuable, they will likely re-tweet it to their followers. Thus, more weak ties have the opportunity to view your article.

Social media provides a great opportunity for you to become more visible and credible to your target market and to build relationships with weak ties. Have you considered the value of creating a social media strategy? That is the starting point for using it effectively.

How to Execute Your Plan

Target Market

Who is your target market?

What do you want your target market to hire you and your firm to do?

How can become visible and credible to more weak ties?

Who are your target organizations?

Who are your referral sources and how can you expand your referral sources?

Goals

What are your goals and why is it important to you to achieve them? If you do not have a good answer as to why achieving your goals are important to you, then you won't have the discipline and the commitment to achieve your goals.

90 Day Goals

Experience has shown that if you write down your goals and develop a plan of activities to achieve them, you will be one of about 3% of lawyers and you will be far more likely to achieve your goals.

I have always had lifetime goals. I put my lifetime goals in four categories:

Physical/Economic	Mental/Learning
Emotional/Relationships	Spiritual/Values

List your goals and as many actions as you can think of that you will need to take to achieve the goal.

GOAL	ACTION ITEM

Build Your Visibility

Writing

Studies show that business client representatives expect lawyers to understand their industry, their business and them. Writing gives your clients a glimpse of your grasp of their industry. It builds their confidence. It conveys the depth of your understanding of their challenges.

What are the problems, opportunities, internal changes or external changes that your clients are encountering?

Identify at least 4 potential article topics?

What is in it for your clients?

When writing take Trey Ryder's approach:

- Identify and explain target's problem
- Prove a problem exists
- Identify one or more solutions
- Prove the solution works
- Build yourself into the solution

1. Identify the problem

2. Prove the problem exists

3. Identify the solution

4. Prove the solution works

Blogging

Greentarget Strategic Communications, ALM Legal Intelligence, and Zeughauser Group conducted a survey recently of in-house counsel in which:

In-house counsel ranked the following activities as “most important” for helping them to research outside counsel for potential hire:

1. Recommendations from sources you trust	73 percent
2. Articles and speeches the lawyer has authored	38 percent
3. Bios on the firm’s Web site	30 percent
4. Blogs published by lawyers on relevant topics	27 percent

Half of in-house counsel agree or somewhat agree that in the future, high-profile blogs authored by law firm lawyers will influence the process by which clients hire law firms.

The number of lawyers and law firms blogging is growing every day. Therefore, you have to find a way to make your blog unique and valuable to your target market because your clients and potential clients are being inundated with indistinguishable client alerts and blogs written.

Tips for Blogging

- ◆ Make the most of good titles and headlines; think of your target market; what would cause them to read your post?
- ◆ Don’t bury the lead, grasp your reader’s attention;
- ◆ Anticipate your clients needs before they even have one;

- ◆ Don't write a blog post that looks like the New York Times; keep it to 250-300 words and make one point
- ◆ Engage your audience;
- ◆ Write down 4 to 5 questions and interview your clients; ask about projects, challenges they face;
- ◆ Write in a conversation tone, as you would over coffee; and
- ◆ Reference a good article and it's reporter from NY Times and start a conversation; offer to be source

Guides/Ebooks

You will be considered by a new client based on recommendations or something you have written or presented. Therefore it is important to find ways to reuse your content. In marketing that is called repurposing.

Have you handled a complex matter recently? If so, how can you reuse materials you created to educate other potential clients, referral sources and weak ties? I have always urged lawyers to create content (books, guides, articles and presentations) and find ways to reuse the content. Let me share an example.

In the early 90s, the Federal Highway Administration received permission from Congress to "experiment" with Design-Build construction of complex bridges and highways. I knew the experiment would lead to states wanting to construct more and more projects by design-build contracts. I also knew contractors were unprepared for this change. I decided to do workshops across the country to educate contractors. About 100 contractors attended. I had taken many hours to prepare the detailed handout materials. I offered those materials to 100s of other contractors. When it became possible, I had my marketing department put the materials on my website where they could be easily downloaded. Next, I broke out sections of the handout materials and created several articles that were published. The net effect was I reached a much wider audience by repackaging the materials I had worked so hard to create. In some cases I put materials in front of perspective clients three times.

Later I was hired by a state in New England to help draft their first design-build contract. A couple of years after that, I was hired by the contractor to help put together a proposal to install a very complex electronic toll collection system in the Northeast. Because of the writing and presentations I did on design-build, I was hired by several contractors to handle disputes arising from design-build contracts. All of these opportunities and engagements came as a result of creating content and reusing it.

Think about how you can reuse materials you create.

Speaking

What is your objective – ask:

Why am I doing this presentation?
What do I want the audience to do?

How do you get asked to speak and how to prepare?

I am frequently asked: “How can I get speaking opportunities at industry association meetings?” First, find out what trade associations your clients belong to. Next, if one of your clients is on the board, an officer or otherwise active in the association, approach him about speaking to the group. But, before you do, figure out a topic members of the association will deem to be important and create materials you can show your client representative and that he or she can pass on to the board, the association executive or whoever is tasked to find speakers for their meeting. When you get your chance, prepare like it is the most important thing you will ever do in your career. It just might be that important. Finally, focus on how you will begin your presentation. In the first 90 seconds, your audience will decide “what’s in this for me?” If they don’t have a good answer, they will pay little or no attention to what follows. Finally, have a good handout that includes how to reach you.

Your Presentation as a Story or Stories

You may have read or heard that a presentation should tell a story rather than being filled with facts and law. In *Give Your Speech, Change the World* the author includes a chapter on the types of stories.

When and Where

Establish the setting for the presentation. This relates the ‘where’ and ‘when’ for everyone in the audience.

Who

Designate the audience as the main character. This establishes the “who” of the story”.

Why

Describe a conflict involving the character. This explains “why” the audience is there - to solve the problem”.

What

Explain the audience’s desired state. This describes “what” the audience wants to see happen”.

How

Recommend a solution. This describes “how” the audience will get from their current state of imbalance to their desired state of balance”.

The Structure of Your Presentation

How should you organize the content? Do not use the typical lawyer linear, chronological structure. Clients do not care about the history of Swiss watch making. They just want to know the time.

How to Deliver Presentation

- Entertain! Get the audience involved by asking questions, or have them participate in an “icebreaker” activity.
- Humor: Be careful
- Tell a story.
- Convey an emotion. The wider the spectrum of emotion, the better.
- Identify and solve your audience’s problem.
- Don’t write your presentation as you create your PowerPoint. Have a clear idea of what you plan to say and then create your PowerPoint.
- Your body language is really important. Practice in front of a camera, mirror or friend and work on posture, gestures and facial expressions.

How to Start Presentation

- You have 90 seconds during which the audience is deciding “what’s in this for me?”
- Ask a question.
- Or, give a startling statistic.
- After first 90 Seconds, give a roadmap of the presentation. “The three things you need to know about _____ are...”

How to Close Presentation

- Don’t rush, even if the speakers ahead of you ran into your time. Cut out something in the middle of your presentation.
- Don’t ask for questions at the end; ask for them right before you begin your closing.
- Give the audience a call to action. Ask them what they are going to do with this information.

What About NOT Using a PowerPoint?

- This is very effective because most everyone uses them.
- If you do not use PowerPoint or any notes, to help you remember your points, provide copies of your outline to people you know in the audience. Have them raise their hand and ask a question if you skip a portion.

Follow Up:

It is important to find a way to follow up after the audience goes home. What could you do to follow up with your audience after the presentation?

Other than getting the members of the audience to hire you, what are your primary goals?

Build Relationships and Get Hired

What do clients or potential clients want you to understand?

How do clients select the lawyer (s) they hire?

In what ways can you build trust with your clients?

RECOMMENDED READING

Being a Lawyer

- "True Professionalism" by David Maister
- "Lawyer Life" by Carl Horn
- "Transforming Practices" by Steven Keeva
- "How to Argue and Win Every Time" by Gerry Spence

Business

- "Built to Last: Successful Habits of Visionary Companies" by Jim Collins & Jerry Porras
- "Good to Great: Why Some Companies Make the Leap....and Others Don't" by Jim Collins
- "Gung Ho" by Ken Blanchard & Sheldon Bowles
- "The Innovation Secrets of Steve Jobs" by Camine Gallo
- "Jack Welch and the GE Way" by Robert Slater
- "Raving Fans" by Ken Blanchard & Sheldon Bowles
- "The Four Obsessions of an Extraordinary Executive" by Patrick Lencioni

Business Development

- "Clients for Life" by Jagdish N. Sheth and Andrew Sobel
- "Creating Customer Evangelists" by Jackie Huba and Guy Kawasaki
- "Making Rain: The Secrets of Building Lifelong Client Loyalty" by Andrew Sobel
- "The Trusted Advisor" by David Maister, Charles Green & Robert M. Galford

Interpersonal Skills

- "How to Work a Room: The Ultimate Guide to savvy Socializing in Person and Online" by Susan RoAne
- "How to Connect in Business in 90 Seconds or Less" by Nicholas Boothman
- "How to Talk to Anyone: 92 Little Tricks for Big Success in Relationships" by Leil Lowades
- "Never Eat Alone" by Keith Ferrazzi
- "Likeability Factor" by Tim Sanders

Leadership

- "Aligning the Stars" by Jay Lorsch & Thomas Tierney
- "Beyond Success" by Brian Biro & John Wooden
- "Drive" by David H. Pink
- "First Among Equals" by Patrick McKenna & David Maister
- "It Takes a Team" by Cordell Parvin & brice Voran
- "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner
- "The Leadership Engine" by Noel Tichy with Eli Cohen
- "Leadership From The Inside Out" by Kevin Cashman
- "Leading With the Heart" by Mike Krzyzewski
- "Managing the Professional Service Firm" by David Maister
- "Principle-Centered Leadership" by Stephen Covey

Life

- "The 7 Habits of Highly Effective People" by Stephen Covey
- "First Things First" by Stephen Covey, Roger Merrill & Rebecca Merrill
- "Getting Things Done" by David Allen
- "Goals" by Brian Tracy
- "Man's Search for Meaning" by Viktor E. Frankel
- "Overachievement" by John Eliot, Ph.D.
- "The Power of Full Engagement" by Jim Loehr and Tony Schwartz
- "The Power of Purpose" by Richard J. Leider
- "The Ultimate Guide to Mental Toughness" by Daniel Teitelbaum

Emotional Intelligence/Personality Profiles

"Emotional Intelligence" by Daniel Goleman
"Emotional Intelligence at Work" by Hendrie Weisinger, Ph.D.
"Selling with Emotional Intelligence" by Mitch Anthony
"StrengthsFinder 2.0" by Tom Rath

Marketing and Sales

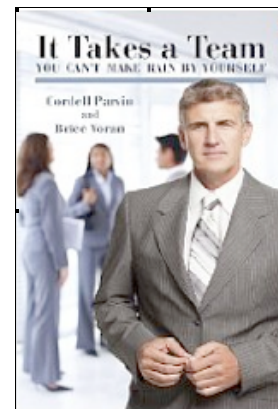
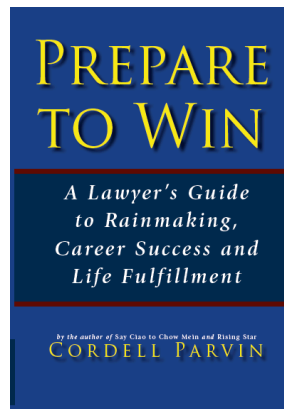
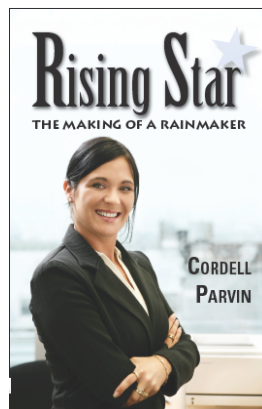
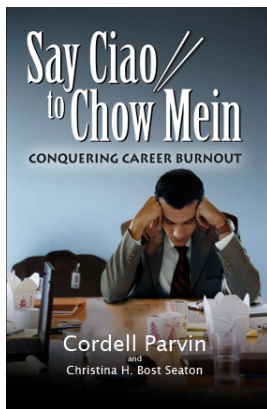
"The Dip" by Seth Godin
"Heavy Hitter Selling" by Steve W. Martin
"High Trust Selling" by Todd Duncan
"Lynchpin: Are You Indispensable?" by Seth Godin
"Made to Stick" by Chip Heath & Dan Heath
"The Sales Bible" by Jeffrey H. Gitomer
"Selling with Emotional Intelligence" by Mitch Anthony
"Spin Selling" by Neil Rackham
"The Tipping Point" by Malcolm Gladwell
"Trust-Based Selling" by Charles H. Green
"Word of Mouth Marketing" by Andy Sernovitz
"You, Inc." by Harry Beckwith and Christine Clifford Beckwith

Presentation Skills

"10 Simple Secrets of the World's Greatest Business Communications" by Carmine Gallo
"Beyond Bullet Points" by Cliff Atkinson
"Presenting to Win: The Art of Telling Your Story" by Jerry Weissman

Social Media

"The Anatomy of Buzz Revisited" by Emanuel Rosen
"Crush It" by Gary Vaynerchuk
"Facebook Marketing: Designing Your Next Marketing Campaign" by Justin R. Levy
"Groundswell: Winning in a World Transformed by Social Technologies" by Charlene Li and Josh Bernof
"The New Community Rules: Marketing on the Social Web" by Tamar Weinberg
"The New Rules of Marketing and PR" by David Meerman Scott
"World Wide Rave" by David Meerman Scott



Available at: <http://cordellparvin.com>